

DEPARTMENT OF THE ARMY
U.S. ARMY ENLISTED RECORDS AND EVALUATION CENTER
8899 EAST 56TH STREET
INDIANAPOLIS, INDIANA 46249-5301

REPLY TO ATTENTION OF

PCRE-B (600-8-19)

27 February 2002

MEMORANDUM FOR Commander, US Army Ordnance Center, Aberdeen Proving Ground, MD 21005-5201

SUBJECT: Career Management Field (CMF) 35, Electronic Maintenance and Calibration Review and Analysis

1. Reference: Memorandum, HQDA, DAPE-MPE-PD, 5 February 2002, SUBJECT: Memorandum of Instruction for the CY02 Master Sergeant Selection Board.
2. In accordance with the referenced memorandum, the selection board panel reviewing records for CMF 35 submits this Review and Analysis to assist you in executing your duties as proponent for MOS within this CMF.
3. Competence assessment (strengths and weaknesses).

a. Primary zone.

(1) Performance and potential (particularly leadership opportunities).

(a) *Strength(s)*: Soldiers serving in and performing well as Platoon Sergeants, Section NCOs, COMSEC Maintenance Supervisors, Maintenance Management NCOs, Electronic Maintenance Chiefs, Maintenance Control Supervisors, Drill Sergeants, Recruiters, and acting First Sergeants were viewed favorably by the panel. The panel also recognized that these critical demanding positions are limited in number in the 35 CMF did not penalize the soldiers that were not afforded the opportunity to serve in one of those positions.

(b) *Weakness(es)*: Records belonging to soldiers serving in non-leadership positions for prolonged periods of time (i.e. Staff, Training NCOs) displayed trends of avoiding the tough assignments and received weaker ratings from the rater and senior rater.

(2) Utilization and assignments (particularly in PMOS).

(a) *Strength(s)*: Soldiers serving in assignments outside of their primary MOS based upon the needs of the service fared well in the panel selection process as long as they returned to their primary MOS without a marked decline in performance.

(b) *Weakness(es)*: Records belonging to soldiers assigned away from their primary MOS for prolonged periods usually reflected marginal performance. The marginal performance was repeatedly documented in the ratings from the rater and senior rater.

(3) Training and education.

(a) *Strength(s)*: Most records reviewed by the panel indicated the Noncommissioned Officer Education System is functioning very well. In addition to meeting the requirement of completing ANCOC, most soldiers were enrolled in military correspondence courses, some completed Battle Staff training, and the majority of the records revealed soldiers enrolled in college (Associates degrees and some Bachelors, and a few Masters degrees).

(b) *Weakness(es)*: As previously indicated, most records revealed the soldiers taking the initiative to attend college. The panel recognizes the fact that civilian education is not mandatory to the career progression of the soldiers. However when the panel reviewed records of soldiers with redundant assignment patterns, soldiers taking the initiative to seek civilian education were given favorable consideration over similar records without civilian education.

(4) Physical Fitness.

(a) *Strength(s)*: With few exceptions, all records revealed soldiers meeting the standards in physical fitness, military bearing, and initiatives to raise platoon/section AFPT scores.

(b) *Weakness(es)*: There are still some instances where soldiers failed the APFT and did not meet height & weight standards.

(5) Overall career management. The panel consensus is that CMF 35 is being managed in a very effective manner.

b. Secondary zone.

(1) Performance and potential (particularly leadership opportunities).

(a) *Strength(s)*: Secondary zone soldiers are aggressively seeking the tough assignments and performing exceptionally well.

(b) *Weakness(es)*: Soldiers serving in non-leadership positions for prolonged periods of time (i.e. Staff, training NCOs) displayed trends of avoiding the tough assignments and received weaker ratings from the rater and senior rater.

(2) Utilization and assignments (particularly in PMOS).

(a) *Strength(s)*: Soldiers serving in assignments outside of their primary MOS based upon the needs of the service fared well in the panel selection process as long as they returned to their primary MOS without a marked decline in performance.

(b) *Weakness(es)*: Records belonging to soldiers assigned away from their primary MOS for prolonged periods usually reflected marginal performance. The marginal performance was repeatedly documented in the ratings from the rater and senior rater.

(3) Training and education.

(a) *Strength(s)*: Most records reviewed by the panel indicated the Noncommissioned Officer Education System is functioning very well. In addition to meeting the requirement of completing ANCOC, most soldiers were enrolled in military correspondence courses, some completed Battle Staff training, and the majority of the records revealed soldiers enrolled in college (Associates degrees and some Bachelors, and a few Masters degrees). Soldiers exceeding the standards at ANCOC, Battle Staff and other military schools usually performed well in their duty assignments and were viewed favorably by the panel.

(b) *Weakness(es)*: As previously indicated, most records revealed the soldiers taking the initiative to attend college. The panel recognizes the fact that civilian education is not mandatory to the career progression of the soldiers. However when the panel reviewed records of soldiers with redundant assignment patterns, soldiers taking the initiative to seek civilian education were given favorable consideration over similar records without civilian education.

(4) Physical Fitness.

(a) *Strength(s)*: With few exceptions, all records revealed soldiers meeting the standards in physical fitness, military bearing, and initiatives to raise platoon/section AFPT scores.

(b) *Weakness(es)*: There are still some instances where soldiers failed the APFT and did not meet height & weight standards.

(5) Overall career management. The panel consensus is that CMF 35 is being managed in a very effective manner.

4. CMF structure and career progression assessment.

a. MOS compatibility within CMF. A review of the records on assignments by specialty indicated to the panel that the MOSs are properly aligned with the duty positions and are properly structured to facilitate the career progression of soldiers in CMF 35.

b. Suitability of standards of grade and structure. The panel considered the standards of grade and structure for CMF appropriate.

c. Assignment and promotion opportunity. All assignments in CMF 35 provide excellent promotion opportunities for the soldiers. The most important components considered by the panel were the performance and potential comments provided by the rater and senior rater. When the rater and senior rater provided positive justifiable comments, the soldiers were recommended for promotion by the panel.

d. Overall health of CMF 35. The panel feels CMF 35 is very healthy and will continue to be a vital part of the Army. CMF 35 soldiers are well trained and educated and totally prepared to accept the challenges associated with the Army Transformation initiative.

5. Recommendations

a. Competence. All records reviewed by the panel clearly indicated CMF 35 contains a group of technically and tactically proficient soldiers.

b. CMF Structure and career progression. The panel believes the Current structure and career path for 27 and 35 series MOS's are adequate and facilitate the promotion process very effectively.

c. Other(s) as appropriate,

(1) Rater comments on NCOER's regarding performance. Raters must ensure that excellence comments are justified and the bullets support the ratings. Below are examples of bullets the panel considered weak and did not justify excellence ratings.

Competence:

- o Highly skilled in all phases of his job and demonstrates it daily
- o Exceptional organizational skills, constantly sought out for assistance during post ethnic events

Physical Fitness & Military Bearing

- o Implemented an outstanding PT program which allowed the platoon score the highest in the company
- o Demands that subordinates perform at their peak physical fitness
- o Mentally and physically ready; can go the distance

Training

- o Always ensures subordinates are properly trained to the highest standards on all tasks
- o Established an excellent service program for his vehicles

Leadership

- o A natural leader, inspires absolute confidence in soldiers and peers

- o Picks up where other NCO's fall short and accomplishes the mission
- o Totally committed to the personal and professional development of soldiers

Responsibility & Accountability

- o Takes responsibility for his actions
- o Always looks out for the health and welfare of his soldiers
- o Always ensures safety of assigned soldiers

(2) Rater and Senior Rater comments concerning the potential of the rated NCO were inflated and inconsistent with their performance rating.

(a) There were several instances where soldiers were given average ratings in performance followed by comments in the potential block indicating they were in the top 5% of the NCOs in their field.

(b) These inflated and inconsistent ratings make it very difficult for the panel to select the best-qualified soldiers

(3) Official Photographs. The panel identified numerous deficiencies during the selection process.

(a) Some records did not contain photographs

(b) Several photographs were older than five years. In some instances ten year old and older photos were in the records

(c) Several SSG photographs were in the soldiers' records.

(d) Uniform discrepancies were also discovered including brass improperly placed in the uniforms, awards listed on the DA Form 2-1 did not match the awards on the uniform.

(e) Uniform discrepancies were much more pronounced in this CMF than any of the remaining CMF's in the Ordnance Corps.

6. CMF Proponent Packets.

a. Overall quality. The CMF 35 proponent packet was well prepared and very helpful to the panel in the overall selection process. The packets also provided excellent guidance reflecting the Ordnance Corps' priorities and emphasis in determining the soldiers best qualified for promotion to Master Sergeant.

b. Recommended improvements. When CMF Proponent Packets are submitted in the future, include a notification to the field units emphasizing the importance of ensuring that updated Personnel Qualification Records are

provided to Enlisted Records Evaluation Center prior the convening of the Promotion Board.

7. *Conclusion.* The panel identified several areas in this document that require immediate attention by the leadership in tactical, non-tactical units and other organizations. However, the panel feels CMF 35 is filled with highly skilled professionals that will continue to lead our soldiers with distinction.

A handwritten signature in black ink, appearing to read "Gerald Bates Jr.", written in a cursive style.

GERALD BATES JR.

Colonel, OD

Panel Chief